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# RECRUITER

*The United States Army Recruiting Command*



# JOURNAL 96



**MG LENHARDT TAKES  
COMMAND, PAGE 5**

# “Smart Quotes”

- **Three in five, 59.7 percent, of employers say that when they are hiring an employee just out of college, a grade point average of 3.0 or better is expected. But grades alone are not the key. People skills and a sense of teamwork also are demanded of new hires, along with an ability to communicate and relate to people.**  
(Source: *Recruiting Trends 1994-1995*)
- **Spending on newspapers is 67 percent below average among households under age 25, reflecting the decline in newspaper readership among young adults.**  
(Source: *Research Alert*)
- **The price of an education is up 6 percent in the 1995-96 school year, says the College Board. The increase is less than the huge jumps of the 1990s, but is twice the rate of inflation and costs show no sign of leveling off. In addition to tuition and fees, students face room and board increases of 2 to 4 percent.**  
(Source: *College Board Annual Survey of Colleges 1995*)
- **Twenty-five percent of American businesses have some form of internship or apprenticeship program to bring young people into workplaces for on-the-job training.**  
(Source: *Youth Market Alert*)
- **The present veteran population was estimated at 26.7 million, as of July 1993. Nearly 80 of every 100 living veterans served during periods of armed hostilities. These 20.8 million wartime veterans accounted for 51 percent of all Americans who ever served in wartime.**  
(Source: *Department of Veteran Affairs*)

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The United States Army Recruiting Command

# Recruiter Journal

VOLUME 49, Number 3

March 1996

## **"The Army Keeps Rolling Along"**

— *USAREC Change of Command*

5

## **Leading From the Front**

— *The new CG has been here before*

7

## **When We Recruit Quality**

— *This is what USAREC gets back*

9

## **Concurrent Admissions Program**

— *Powerful recruiting and DEP management program*

11

## **Join the Women's Army Corps**

— *March is Women's History Month*

13

## **JRISS: An Automation Journey**

— *Replacing JOINS, ARADS, and ARCS*

15

## **Reengineering: A View of the Future**

— *Logistics Design Team initiatives described*

19

## *Departments*

News Briefs

2

Market Report

26

Pro Talk

4

USAR News

28

The Way I See It

16

The Test

29

Field File

20

Success 2000

30

Home Fires

24

Salutes

31

Life Signs

25

Answers to The Test

inside back

### **New ARADS address**

The Army Recruiting and Accession Data System (ARADS) Office has moved to Bldg. 6580, Fort Knox. Due to the move, the new ARADS hotline number has been changed to 1-800-223-3735, ext. 6-1399.

Any questions can be directed to Crissey Burt, ext. 6-0040.

### **Delta seeks recruiters**

Recruiting for Delta is a unique assignment. It requires the ability to interact effectively with prospective Delta candidates as well as senior Army leadership and exhibit those personal qualities found in Delta members. It requires a competent briefer, a person who is self-motivated and capable of working alone without direct supervision.

A potential Delta recruiter should meet the following prerequisites:

- Male
- Volunteer
- In the rank of SSG or junior SFC
- No history of recurring disciplinary action
- Possess or be able to obtain a secret security clearance
- GT score of at least 110
- Be able to pass the APFT
- Be able to swim 50 meters in BDUs and boots
- Be airborne qualified or volunteer for airborne duty
- Have demonstrated success as an Army recruiter (successful station commander experience preferred)

Interested recruiters should mail a copy of their DA Forms 2A and 2-1, last two NCOERs, DA photo, and contact phone numbers to:

Recruiting Team  
PO Box 70149  
Fort Bragg, NC 28307

or fax copies to commercial phone (910) 396-0607 or DSN 236-0607. For further information contact the Recruiting Team at (910) 396-0649 or DSN 236-0649.

### **Did you know...**

That the Hometown Job Connection Program has been implemented command-wide?

- All USAREC recruiting stations are now participating in the program.
- To date, 1,156 transitioning soldiers have taken advantage of the program by sending cover letters and resumes to recruiting stations.
- Recruiters are providing transitioning soldiers' resumes to local hiring officials, thereby expanding the transitioning soldiers' job search network.
- Recruiters are using soldiers' resumes in discussions within their communities to support the recruiting mission. These resumes provide recruiters with another marketing tool when talking to parents, prospects, and centers of influence.
- Soldiers who have transitioned out of the active Army will visit recruiting stations and are encouraged to participate as centers of influence.
- It is another soldier-oriented program that will be available to you and your family when you transition back to civilian life.

That the Hot Leads Program is alive and well in USAREC?

- The program has also been implemented command-wide.
- Hot Leads are actual job vacancies placed on a database and are available to all transitioning soldiers, family members, and DA civilians.
- It is another soldier-oriented program that will be available to you and your family when you transition back to civilian life.

Your POC is Cardell Hunter. He can be contacted at: 1-800-706-ARMY. Fax is 1-800-709-ARMY.

### **HRAP update**

USAREC processed a record number of personnel for HRAP duty during 1995, resulting in the best year ever for the program. However, in spite of these results, a number of battalions are not encouraging maximum participation in the program. Most communities are very receptive to hometown citizens who can personally relate their military experiences; they usually see them as giving trustworthy testimony and support their endeavors.

HRAP is a voluntary program designed to help meet the Army's requirement for high school diploma graduates by allowing outstanding young soldiers to return to their hometowns to assist local recruiters in locating and enlisting quality recruits. This permissive TDY period may be up to 16 days, of which the HRAP participant will work no more than 24 hours per week.

HRAP is an easily accessible tool at the recruiting station level; if used effectively, it will help increase the station's success and

enhance Army awareness in the local area. Recruiters throughout the command should complete an HRAP request on all applicants processing for enlistment who are motivated self-starters and who have a desire to participate in the program.

The command's goal is to have at least one HRAP soldier in each recruiting station every month. Achieving this goal will require efforts from every recruiter in the command. Maximum participation in the Hometown Recruiter Assistance Program by our new soldiers will increase leads and enhance the opportunity to write more quality contracts.

In short, HRAP soldiers are a key link to the local community. These new soldiers can assist us in taking control of the DoD markets. The entire command is challenged to not let this valuable tool go unadvertised; encourage participation and witness positive results. Allow our new soldiers the opportunity to assist us in making our recruiting mission for FY 96.

Any questions on HRAP should be directed to SFC Owens, 1-800-223-3735, extension 6-0482, or SFC Green, extension 6-0468.

## RJ story ideas?

Call 800-223-3745, ext. 6-0176.

## CSM's Inspired Team Award

**Purpose:** To develop an incentive program that will encourage overproduction of USAR contracts, promote team spirit, and reinforce the command's teamwork approach to mission success.

The command is currently facing an unacceptable shortfall in USAR production. In order to

encourage the level of production necessary to achieve the assigned mission, HQ, USAREC will implement a new incentive program. This program is designed to stimulate production and reward recruiters for outstanding achievements during the period February through May 1996.

This program is applicable to Army Reserve and Regular Army recruiters, LPSC/OPSC station commanders and company first sergeants. Award recipients will receive USAREC commanding general and command sergeant major coins accompanied by a certificate of appreciation. The top five producers from each recruiting brigade will be invited to HQ USAREC for a two-day conference hosted by the commanding general.

### Criteria for Award:

- a. USAR recruiters must achieve an average of five USAR contracts (of any category) per month during the award period.
- b. RA recruiters must achieve an average of two USAR contracts (of any category) per month during the award period.
- c. LPSC must achieve station mission box for the award period. Mission box does not have to be achieved each month; however, cumulative mission box must be achieved for the award period.
- d. OPSC must achieve mission box for the award period as outlined in para c above, or achieve the same criteria as the RA recruiter (two contracts of any category per month during the award period).
- e. First sergeants must achieve success any 3 months of the award period. Success is defined as all stations in the company achieving mission box the same month.

Participants are eligible for award regardless of time in duty position as long as they meet the criteria listed above.

Mission reductions should be held to a minimum and will be strictly scrutinized during this period.

Point of contact for this action is SGM Bernardo Sanfeliz at 1-800-223-3735, ext. 6-0433.

## Golden Knights

The Golden Knights will appear as follows:

- 14 Mar, Brooke AMC, San Antonio, TX
- 23-24 Mar, Punta Gorda, FL
- 24 Mar, Crested Butte, CO
- 30-31 Mar, Mesa AZ
- 13-14 Apr, MacDill AFB, Tampa, FL
- 13-14 Apr, Nacogdoches, TX

## Reengineering Process Owners

If you have input to the command's reengineering efforts, please contact the pertinent process owner. USAREC's processes and process owners are:

<b>Recruit</b>	COL Benedict ext. 6-0449
<b>Advertise</b>	COL Maguire ext. 6-0141
<b>Research</b>	COL Kaylor ext. 6-0321
<b>Personnel</b>	COL Tull ext. 6-0196
<b>Logistics</b>	LTC Hathaway ext. 6-0261
<b>Command &amp; Control</b>	COL Teters ext. 6-0523
<b>Information Systems</b>	Mr. Balaban ext. 6-0449

# The Army Recruiter: "The soldier with the badge"

by SFC Roy F. Luttrell  
*USAREC Training and Plans*



I was an infantryman, tanker, field artilleryman, cav-scout, aviation mechanic, administrative wizard, or one of many other military occupational specialties. I was happy doing my job. After all, it was the job I had enlisted for. Recently, Department of the Army (DA) reviewed my records, and I was one of few who met the requirements outlined in AR 601-1, paragraph 1-4. Therefore, I was selected for the most difficult job the Army has to offer . . . the United States Army recruiter.

I was selected based on my record of past performance. My NCOERs reflect the following abilities:

- I can work with minimal supervision.
- I demonstrate initiative.
- I achieve superior results, no matter what the task.
- I am competent.
- I have the ability to learn and master any task.
- I attempt to accomplish all tasks to perfection.
- I always give of myself regardless of the situation.
- I am mission-focused and a team player.
- Excellence is my only acceptable standard.
- I motivate others to overachieve.
- I have always maintained my equipment "battle-ready."
- I constantly seek additional responsibility.
- I look for the hard jobs.
- I look at tasks as opportunities.
- I have unlimited potential for advancement.
- I display the highest standard of military bearing, professionalism, and conduct on and off duty.
- I exhibit a positive image of Today's Army to everyone I come in contact with.

As the Army recruiter, I am responsible for accomplishing tasks through teamwork. I must set the example for America's youth on a daily basis. I have the ability to influence them to want to be what I am, a soldier. I am the image of Today's Army in my community and my assigned schools. I am a communicator, advisor, counselor and liaison between the Army and the civilian community.

I have developed a high level of sales proficiency and maturity through experience and training. I will continue to improve as I become more experienced.

In order to ensure all tasks are completed, I must manage my time efficiently. Most of my time is used for lead generation and prospecting. I know that the more people I talk to, the more people that will commit to enlist into the finest organization on this earth. It is imperative that I discipline myself to develop a systematic plan in order to accomplish my assigned tasks. I stay in contact with my station commander at all times, seeking guidance,

reassurance, and mission focus.

I perform administrative and logistical duties here just as I did in my old unit. I do these without resistance and without fail. I understand the importance of administration and logistics.

I visit high schools and colleges as a military professional. I am, as a math teacher once said, equal to or greater than any person I will ever meet. I have the confidence to speak to anyone at any level. I am not intimidated by teachers, staff, or faculty. I am not a student in the school system any longer. I am a productive result of a school system. I am the sales professional in the green uniform.

I prospect by various means, telephone and face-to-face. I use the telephone to contact more people in less time. I face-to-face prospect/area canvas to stay in contact with the general public. I plan my face-to-face prospecting to identify where prospects are likely to hang out. I also use this time to "post" my area of operation with posters, handouts, and RPI racks. I walk with a confident gait and talk with a smile on my face always offering a firm and sincere handshake. I am known by the people in my community as "the soldier with the badge," the Army recruiter.

I tell *everyone* the Army story. I believe strongly within my heart that the Army is the greatest opportunity for all young men and women. I tell the story with *conviction* and *believability*. I am convinced that we have more to offer than any other service. After all, that's why I chose the Army myself.

I work when at work. I plan my work and I work my plan. I work smarter instead of harder. I keep physically fit because I know that when you look better, you feel better, and when you feel better, you think better, and when you think better, you work better. I owe this to myself as well as this organization.

I would never place my integrity into question regardless of the stress and pressure I may face. I am aware that telling a lie or untruth to one person will inevitably spread like a wild fire out of control. I believe in being up front and honest in every work and deed. I am sincere and show compassion. I am always here if you need me. I enjoy my work. I feel honored to have been chosen among the many who were screened. I know that not just anyone can do this demanding job, the job of "providing the strength" for this great nation .



If you need something done... and done right the first time, call me, the Army recruiter, "the soldier with the badge."

# "The Army keeps rolling along..."

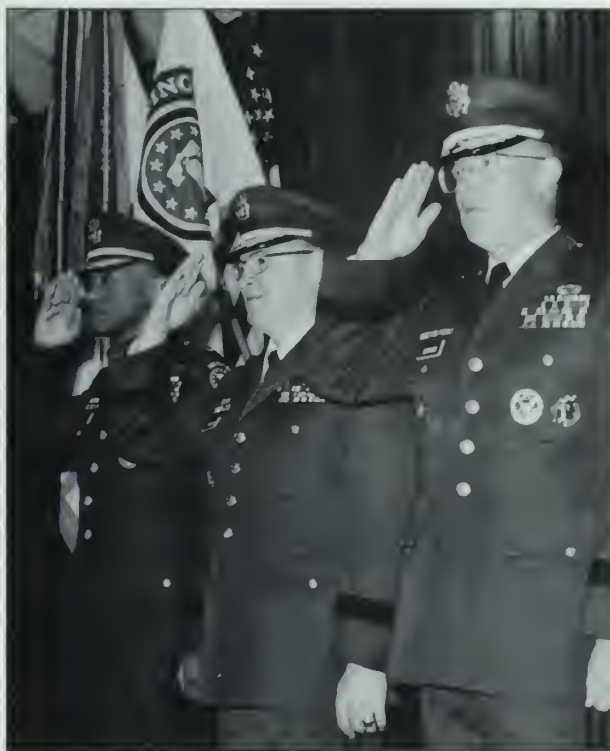
## — MG Lenhardt takes command

by Peggy Flanigan, USAREC Public Affairs

**"...USAREC keeps rolling along. The command flag has been passed. You are not going to see a missed beat between the Simpsons and the Lenhardts," said LTG Stroup.**



CSM Hickie prepares to pass the USAREC flag, a gesture symbolic of the passing of command authority. (Photos by Greg Calidonna)



(From left) MG Lenhardt, LTG Stroup, and MG Simpson salute the flag during the playing of the National Anthem.

**The Recruiting** Command welcomed its new commanding general, MG Alfonso E. Lenhardt, back into USAREC during a change of command ceremony on Feb. 9, 1996, at Fort Knox, Ky. MG Lenhardt officially took over command of Army recruiting from MG Kenneth W. Simpson, who has been assigned as commanding general of US Army Alaska and deputy commanding general of US Alaska Command.

"I am deeply honored to be called back to the United States Army Recruiting Command," MG Lenhardt told visitors at USAREC's change of command ceremony. Noting that his first assignment as a general officer was with the Recruiting Command at Fort Sheridan, Ill., he said, "This is a magnificent headquarters here at Fort

Knox. It is great to return to the starting point for America's Army." MG Lenhardt previously served as USAREC's deputy commanding general from September 1989 to July 1992.

MG Simpson, who became USAREC commanding general in September 1993, said he had mixed emotions about leaving USAREC.

"Two and a half years ago, when I accepted command of this great organization, little did I know what an exhilarating experience it would be," he said. "Everybody said recruiting gets in your blood. They were right . . . exactly right."

Simpson attributed the success of his command to the

noncommissioned officers, recruiters, leaders, and military and civilian support staff of USAREC. "I am leaving a command I have come to love a great deal," MG Simpson said. "I have so many friends [here], this is not an easy departure." Among those he personally thanked was his wife, Susan, who was presented the Outstanding Civilian Service Medal for the support she gave to the Recruiting Command and local organizations at Fort Knox.

Before a crowd that included US Congressman Ron Lewis, local dignitaries, family members, invited guests, Fort Knox garrison and USAREC personnel, LTG Theodore G. Stroup Jr., the Army's deputy chief of staff for personnel, said the strength of the Army lies in its Recruiting Command. He praised MG Simpson's leadership while welcoming MG Lenhardt to the command.

Describing the ease of transition between the two commanders, LTG Stroup referred to the Army Song and said, "The Army keeps rolling along, USAREC keeps rolling along. The command flag has been passed. You are not going to see a missed beat between the Simpsons and the Lenhardts. We have another winner . . . a great leader, a man of vision and selfless service."

To welcome the new commanding general, the Golden Knights' liaison NCO, SFC Dana Bowman, presented MG Lenhardt a 14-inch mahogany baton that had been recently passed in free fall by members of the team. The baton symbolizes the unity between the Golden Knights, a major recruiting tool, and the Army Recruiting Command.

After the change of command ceremony, a reception was held to welcome MG and Mrs. Lenhardt. The reception gave them the opportunity to meet many new staff members, as well as renew acquaintance with staff members they remembered from their previous tour in USAREC.



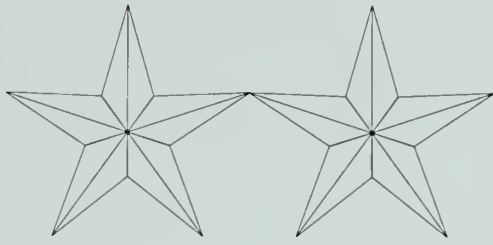
LTG Stroup presented MG Simpson a Legion of Merit for his service to the command. Mrs. Susan Simpson was presented with an Outstanding Civilian Service Medal during the ceremony.



SFC Thomas Crowshaw, USAR Recruiter of the Year, presents a bouquet of carnations to Mrs. Jaqueline Lenhardt, welcoming her to the command.



MG and Mrs. Lenhardt greet USAREC personnel and guests during a reception held to welcome them to the command.



# Leading from the front

— The new CG has been here before

by Kathleen Welker, RJ editor

**USAREC's** new commanding general, MG Alfonso E. Lenhardt, is a believer in leadership and accountability. These two themes were prominent in his discussions during his first few days in command, so expect to hear them reiterated when he comes to your AO.

"This is a significant day for the Lenhardt family," the new CG said at his change of command ceremony. "It's great to come back to recruiting. I am very happy to be here and to have been given the opportunity to build upon the outstanding record of the United States Army Recruiting Command."

After the ceremony, MG Lenhardt met with USAREC headquarters leadership to introduce himself to the staff and explain his leadership philosophy to those who had not worked with him in his previous tour in USAREC. "I believe in positive leadership, I believe in leading from the front," he said. (*See sidebar.*)

"We also have to make sure that the actions of leadership match the words. Matching words with actions, we owe our recruiters everything that we can possibly muster to cause them to be successful. We need to make sure that they are supported well, that they have the right environment where they want to be successful."

**"I believe that the glass is always at least half full as we undertake any mission."**



**MG Alfonso E. Lenhardt**

The new CG expresses great faith in Army recruiters. "It was very obvious to me, after three years in the command [as deputy commanding general from 1989 to 1992], that the only ones who are empowered to write contracts and put people into the Army are the individual recruiters. The staff exists to support them. So we all have to ask ourselves, 'What are we doing to support the individual recruiter?' Because if that individual recruiter is successful, then the Army is successful — and that's something we all believe in."

Accountability is the second part of the Lenhardt equation. The CG said it is important to remind recruiters of why they are here, that the quality Army cannot exist without them and their efforts. He described the overwhelming imperative of USAREC success to the ultimate success of America's Army.

"We often cannot fully realize the impact of what we do, because we must, necessarily, focus on our day-to-day business. But the Army needs us to perform our duties in an exemplary fashion, flawlessly, to ensure

that America's Army is always ready and fully capable of performing any mission given to it."

The quality imperative starts with recruiting, but it also starts with recruiters, according to the CG. "We say we have the best noncommissioned officers in the Army, and I believe that we do. They have been hand-selected for their demonstrated performance, and having been trained to perform now as recruiters, we expect even greater things of them. Recruiting is a complex business, that's why we demand that the Army give us the best. USAREC's success rests solely on its reliance on exceptional NCOs to get the job done."

Empowerment, to MG Lenhardt, means that a quality NCO is given the tools and training to perform the job, is placed in a market to support the mission, and is given the authority necessary to performing the tasks associated with that job. "These [recruiters] are the Army's very best NCOs. And because they are the very best, we expect them to get more out of the resources they have to work with, whether they are cadre or detailed.

"I have a deep and abiding respect for our recruiters and the job they do. America's Army begins here in USAREC. We [in USAREC] determine the quality and influence the character of America's Army — that's an awesome responsibility, not one to be taken lightly. In that same vein, I insist that our leaders take care of their soldiers and their family members. If America's Army begins here, then taking care of America's Army begins with USAREC taking care of its own."

Success 2000 is an approach to achieve the mission success that the Army needs from its recruiters, according to MG Lenhardt, who sees multiple benefits from the Success 2000 conceptual framework.

"I plan to study it and refine it, to ensure that each individual is both empowered to achieve success and, at the same time, held accountable for that success. I challenge all recruiters to perform to their utmost ability. A good NCO seeks out responsibility; I challenge all recruiters to take on their missions with enthusiasm and a positive attitude. We get the Army's best — not one soldier comes out here to be ineffective. These tried and true NCOs want to succeed; they are the best and they want to prove it.

"I believe that, and I plan to go as many places as I possibly can. I hope as I travel that I will meet excited recruiters, hungry for success, recruiters who have a positive approach and an enthusiasm about the business. I believe that the glass is always at least half full as we undertake any mission. Although we will face many more challenges, I believe that Army recruiters, empowered and accountable, will succeed because they want to, because they care about the future of America's Army and our great nation." 🍎

## LENHARDT'S MAXIMS

- Be careful what you ask for because you will probably get it. Don't become too reactionary — make sure the result of the proposed change is what you intend it to be.
- The glass is always half full; a positive mental attitude will win the day. A negative attitude often becomes a self-fulfilling prophecy.
- Expect the unexpected; good plans will allow for adjustments. Who could have foreseen the events of just the past five years?
- Inspire in your people a sense of pride and accomplishment — they are winners. Recognize their achievements at the first instance. It's not hard to say "thank you" for doing a good job.
- Give subordinate leaders the power they need to do the job; allow them to learn and grow. Encourage your people to grow personally as well as professionally.
- Stick to the basics and enforce the standards — this is the key to success in any enterprise.
- Personal and professional integrity is non-negotiable. You must enter every situation with forthrightness and honesty. People should not fear making an honest mistake; everyone makes them. An honest mistake is one in which, at the time you took the action, you believed you were right.
- Don't try to reinvent the wheel. Learn from those experienced people in your office — you don't have to start from scratch in every instance.
- Be angry with the event if you must, but don't attack people. Don't blame people unnecessarily and don't harbor grudges. When an honest mistake occurs, fix it and go on.
- Live with the goals you set; as always, actions speak louder than words — and your actions must match your words.
- Compliment at least three people every day. Praise them in public. Look for the good things — don't focus only on the negatives.
- Be an active listener. Don't always be in the "sending mode." Listen to your people, then act on the information received. Encourage your people to air their views, then capitalize on the real power of the organization — there are lots of good ideas out there.
- Exercise leadership as opposed to authority. A true leader is out front, pointing the way to success. The authoritarian says, "I have the rank, do it because I say so." Leadership requires more work, more effort, more risk, but it's worth it.

# When we recruit quality, this is what USAREC gets back

*by Peggy Flanigan, USAREC Public Affairs*

The first soldier to go home under the new Soldier of the Quarter Recruiter Assistance Program finds he likes the duty.

**Private** First Class Steven Chillas, who can usually be found driving heavy equipment for Fort Knox's 19th Engineer Battalion, recently went back to his hometown to walk in the shoes of an Army recruiter. Chillas, Fort Knox's Soldier of the Quarter, was given the opportunity to work in a recruiting station through the Soldier of the Quarter Recruiter Assistance Program, a new Army program which invites selected Soldiers of the Quarter to return to their hometowns on TDY to help local recruiters.



**PFC Steven Chillas (right), 19th Engineer Bn, Fort Knox, accompanied by SFC Angelo Owens, was the first Soldier of the Quarter sent home to serve as a recruiter assistant.**

Chillas, who is from Clayton, Delaware, arrived at his assigned recruiting station in nearby Dover on the tail of one of the northeast's worst blizzards. "Some areas had up to 36 inches of snow, and I expected everything to be closed," he said. "Almost everyone

had given up and gone home, but not the Army recruiters. They claimed to love the terrible weather. It was the perfect time to make phone calls because their prospects were snowbound at home, they said."

Chillas spent 10 days in Dover, telephoning former classmates and their parents and — after the roads were cleared — speaking to the ROTC students at the high school where he had graduated in the spring of 1994, and visiting several other high schools in the area.

***"I enjoyed trying my hand at recruiting," said Chillas.***

"I really had not expected recruiting to be a tough job," Chillas said. "I remember seeing recruiters giving out pamphlets at my school in the lunchroom, and it looked like a simple job. But people don't realize that recruiters put up with a lot of rejection. Even friends of mine hung up the telephone when they heard my name and that I wanted to talk about joining the Army."

"On the other hand," he continued, "There is a lot of satisfaction in knowing that you're helping when someone listens and considers enlistment. There were several parents who told me that they were proud of what I have accomplished in the Army, and that they would like to see other young people join the military."

The Army recruiters reluctantly released Chillas from duty. SFC Christopher Green, station commander, and SGT Cory Deal praised Chillas for his motivation and knowledge about the Army. "With a little training he could fill the shoes of a full-fledged recruiter," Green said.

SFC Angelo Owens, manager of the Soldier of the Quarter Recruiter Assistance Program at the Recruiting Command, described Chillas' short tour on recruiting duty as "completely successful."

"He was the first Soldier of the Quarter to be selected to participate in the program," Owens said. "There will be 29 others selected to be recruiter assistants. The recruiters in Dover tell me that several enlistments can be attributed to PFC Chillas, and several prospects are looking at the Army in a more favorable way since talking with him. He was very devoted to his job. He worked long hours and cooperated in every way."

"The reason we like to send Soldiers of the Quarter back home to assist our recruiters is that they are people like Chillas. They have the same values the Army looks for in recruiters and recruits."

At the end of the temporary duty, Chillas was ready to return to the engineers at Fort Knox. "I enjoyed trying my hand at recruiting," he said, "but I'm not sure I would want to do it full-time. Recruiters have an important job, but it's one of the toughest jobs in the Army." 🗣️

## ***Command Begins New Recruiting Aide Program***

Recently the Chief of Staff of the Army approved a recruiter assistance program for participation of selected Soldiers of the Quarter. At first glance the program looks a lot like the established Hometown Recruiter Assistant Program (HRAP), under which a soldier voluntarily returns home to "recruit" on permissive TDY (usually in conjunction with leave) at his or her own expense, but there is a noticeable difference. Under the new Soldier of the Quarter Recruiter Assistance Program, participants return to their hometowns with expenses paid (TDY) for about 10 days.

Not all battalions will be included in the program — only those that hold responsibility for the recruiting area in which a participant's hometown is located.

SFC Angelo Owens, HRAP manager at USAREC headquarters, also directs the Soldier of the Quarter Recruiter Assistance Program. Following SFC Owens' notification that a Soldier of the Quarter is available, the battalion sergeant major and battalion Advertising and Public Affairs office will coordinate to develop a publicity program by working with local recruiters to schedule the soldier to visit high schools, colleges, Delayed Entry Program events, civic club meetings, and other events.

The timeline for these soldiers to report to a battalion is basically the battalion's call. When the Soldiers of the Quarter who are willing to participate in the program are identified by TRADOC and FORSCOM, SFC Owens will contact the battalion. Most participants spend 10 days with Army recruiters.

TRADOC and FORSCOM will select 30 Soldiers of the Quarter to participate in the program during this fiscal year.

POC is SFC Owens, (502) 626-0482.

# CONAP — Powerful Recruiting and DEP Management Program



by Bill Kunisch, USAREC Recruiting Operations

## What is CONAP?

In 1989 the Army Recruiting Command and Servicemembers Opportunity Colleges began a program to help Army enlistees apply for admission to college concurrent with their enlistment. This program is the Concurrent Admissions Program (CONAP). CONAP is a recruiting program with three goals. One, increase enlistment of college-capable men and women who are postponing college for financial or other reasons; two, reduce loss from the Delayed Entry Program (DEP); and three, increase the number of Army veterans and Reservists in college and using their GI Bill education benefits. Everyone participating in CONAP is a winner—new soldiers make a plan to go college and use their education benefits; recruiters develop leads and enlistments in the college-bound market and reduce DEP loss; high school counselors see their students accepted to college, and colleges gain enrollments of veterans who are mature, disciplined and sought-after students.

What began as a pilot program in the 1st and 2d Brigades has now grown to a nationwide program with 1,083 colleges (561 four-year and 522 two-year colleges) eager to work with Army recruiters in hopes of

increasing their enrollment of veterans. Each CONAP college has designated a point-of-contact to work with recruiters. The fact is that recruiters have one-third of all colleges in the country willing to work with them to make CONAP a success. Through these points of contact, recruiters can make appointments to visit other offices at the college such as counseling, financial aid and veterans programs. Recruiters can ask to speak with or provide information to students stopping out of college because of finances, low grades, etc.

## How Does CONAP Work?

This is how CONAP works. Recruiters and enlistees select a local CONAP college and fill-out a College Referral and Admission Agreement form. Then attach an application for admission and high school transcript (sometimes sent directly from the high school) and send to the college point-of-contact. If the enlistee meets admissions standards, the college grants admission and defers enrollment in class for up to two years after discharge.





This is all there is to it. Recruiters make it easy by keeping blank applications to local or most-requested colleges in their recruiting stations. To date, 17,500 soldiers have been accepted for admission to college concurrent with their enlistment.

### **DEP Management**

What began as a recruiting program is proving very effective for DEP management. A recent study analyzed DEP loss in 14 battalions from all brigades in FY 95. The results are striking. The percentage of DEP loss among non-CONAP soldiers was 16.9 percent. For CONAP soldiers accepted for admission to college, DEP loss was 5.7 percent. In other words, CONAP soldiers are three times more likely to ship than non-CONAP soldiers. The lesson is that more soldiers will ship if more soldiers gain admission to college through CONAP.

There are at least three reasons why DEP loss of CONAP soldiers is lower. First, they are looking beyond their enlistment to college. They have plans to use their education benefits and have a strong commitment to their enlistments. Second, recruiters have spent more time and shown a personal interest in the future well-being of their CONAP enlistees. The 1994 "New Recruit Survey" reported in the *Recruiter Journal* found that the personal interest shown by a recruiter is the most important factor in a new recruit's decision to consider joining the Army. Third, when the dominant buying motive is money for college, CONAP "resells the sale" to enlistees and, especially, their parents. Don't forget, 94 percent of enlistees participate in the Montgomery GI Bill and 22 percent have Army College Fund benefits. CONAP is an excellent DEP management program.

### **USAR Job Vacancies List**

The Reserve Affairs Directorate at USAREC HQ is fielding a report called the "USAR Job Vacancies List." S-3 Reserve Operations at battalion and brigade can retrieve the report from the Reserve Affairs Directory

of the USAREC Bulletin Board. Information is current within a week. For each USAR job vacancy, the report lists battalion, city, state unit name, ACASP match, SLRP, Bonus, MOS/ASI, MOS name and number of vacancies. The intent is for recruiters to share this list with high school and college counselors as a "want ad" for jobs available for qualified persons in local USAR units.

Counselors and teachers can refer students to recruiters for information about specific opportunities. For example, a high school counselor can encourage a student to inquire about training received as a "heavy equipment operator." A college counselor can encourage a student interested in law enforcement to seek training and job experience in law enforcement as a member of a USAR military police company. Most high school and college officials are not aware of the variety and sophistication of USAR jobs. The USAR Job Vacancies List is an initiative of the Baltimore Recruiting Battalion and select colleges in Maryland and Virginia.

### **CONAP Literature**

New CONAP brochures are available. The High School Counselor's Guide to CONAP and the College Counselor's Guide to CONAP are desk-side guides to help counselors become familiar with Army education programs and refer to recruiters those students who may benefit from these programs.

The Student's and Parent's Guide to CONAP facilitates discussion with parents who may not be proficient in English. It is available in English and Spanish, and will soon be available in Chinese, French, Korean, and Vietnamese. These guides also serve recruiters as briefing formats and handouts when speaking to groups or conducting desk-side briefings. A Company Commander's and Recruiter's Guide to CONAP is now being distributed. The guide is a self-paced text, a compilation of "lessons learned," and a look at CONAP through the eyes of CONAP colleges.

### **Bottom Line**

Recruiters can use CONAP to build a network of high school counselors, college points of contact, and parents who understand Army education benefits, know their local recruiters, and support recruiter efforts to help Army enlistees plan for their future by gaining admission to college. With this kind of support, leads and enlistments will follow. ●



# Join the Women's Army Corps

*by Emilie Howe, RJ Assistant Editor*

For a young woman growing up in the 1960s, the dream of joining the Army was pursued by only a determined few. Despite the dim view of women serving in the military held by American society in the 1960s, there were women, both officers and NCOs, who fought the "quiet battle" of promoting the value of women in the military.

The recruiting process for female enlistees and officers was handled by the Women's Army Corps (WAC). The corps was established in 1942 and was first known as the Women's Auxiliary Army Corps (WAAC). It was in the late 1940s that "auxiliary" was dropped and the Women's Army Corps was recognized as being a part of the Army. From 1942 until the late '70s, the WAC procurement program was included in the Recruiting Service's mission. The Army's recruiting efforts and enlistment opportunities for women were remarkably different when compared to today's Army.

"It was a positive experience, I enjoyed working with people," said Peggy Hill, a former WAC Reserve recruiter for the Carlisle Recruiting Station, Pa. Her recruiting territory covered Harrisburg, Fort Indiantown Gap, and New Cumberland Army Depot, Pa.

From the 1960s into the early 1970s she was the only WAC Reserve recruiter in her district. At the time, serving as a recruiting NCO was considered to be an additional duty to carry out with her initial enlisted Army



(left to right) 1LT Thompson; SP6 Doris Smith, WAC recruiter; COL Elizabeth Hoisington, WAC Director; 1LT Mary Ellen Curey, Pennsylvania District Recruiting Command, WAC Selection Officer; and SSG Carol McCormick, WAC recruiter. COL Hoisington attended the WAC Veterans Association's (Pennsylvania Charter), WAC Anniversary Dinner, in May 1970. On June 11, 1970, COL Hoisington was promoted to Brigadier General. (Photo provided by Al Benedetti.)

Reserve duties. Hill enlisted in the regular Army and served on active duty until Sept. 1960. She then joined the Army Reserve and found that she was one of four Army Reserve enlisted women in the Pennsylvania region.

"Enlistment standards for women were higher than the male standards. A female had to achieve a higher score on the AFQT test, she had to be a high school graduate or have a GED, and she had to be single with no dependents. The academic standard was not as strict for a male enlistment," said Hill.

A memorandum from HQ, US Continental Army Recruiting Command (CONARC), Fort Monroe, Va., April 1964, describes the duties of WAC recruiting personnel and what the women had to cope with. It stated, "WAC recruiting personnel who were assigned to the Recruiting District Headquarters (recruiting brigade) were not fully utilized. The WAC Officer Selection Officer was continually on the road, travelling from one college to another throughout the District area. The Chief of WAC Recruiting, whose primary duty was supervising WAC enlisted procurement, did not have enough to do, nor did her enlisted WAC typist."

The memorandum also describes the WAC officer's duties in the Recruiting Main Station (recruiting battalion) as being responsible for recruiting enlisted women, "with only occasional emphasis being placed on officer procurement. Lacking an objective, hence an interest, in WAC procurement, male recruiters' assistance ranged from lukewarm to non-existent, depending often upon whether they liked the WAC personnel assigned to their areas."

The American mainstream of the 1960s still held the view that a woman's place was in the home. If she enlisted in the military, then administration, personnel, information, and similar desk jobs were "suitable" military occupations.

It wasn't until 1964 that 16 additional MOS were opened to female enlistees. The *Recruiting and Career Counseling Journal*, Feb. 1964, reported this, "Recently a study was undertaken by the Office of Personnel Operations, Department of the Army, to ascertain if the best use was being made of available manpower assets for training in hard-skill enlisted MOS. This study indicated that, while maximum use was being made of male enlisted personnel, greater use could be made of the high potential of a great many enlisted women whose training is currently limited to a restricted number of MOS." The 16 MOS are as follows:

- 270 Fixed Station Attendant
- 271 Fixed Station Receiver Repairman
- 272 Fixed Station Transmitter Repairman
- 273 Fixed Station Facilities Controller
- 274 Fixed Plant Carrier Repairman
- 302 EAM and ADPS Auxiliary Equipment Repairman
- 303 ADPS Repairman

- 341 Teletypewriter Repairman
- 342 General Cryptographic Repairman
- 343 Fixed Ciphony Repairman
- 345 Fixed Cryptographic Repairman
- 401 Photographic Equipment Repairman
- 405 Reproduction Equipment Repairman
- 465 Office Machine Repairman
- 833 Process Photographer
- 834 Platemaker

"All basic training for WAC enlistees was carried out at Fort McClellan, Al. The drill sergeants and the AIT instructors were females. There was no co-ed training until the mid-70s," said Hill.

As a WAC Reserve recruiter she used all the recruiting tools available to her, despite the fact that there were no enlistment incentives such as the Army College Fund. She promoted the WACs by participating in civic events, women's luncheons, fashion shows, receptions, radio talk shows, or television appearances.

"I had to know my product because there was a limited number of WAC RPIs. There were not many women in the service during the 1960s, and when I made an appointment with the girl's parents, I was able to remove any doubts they had about the Army," said Hill.

In the late '70s the WAC was disbanded and Army opportunities for women continued to grow.

Hill said that she loved recruiting duty with a passion because it gave her the opportunity to help young men and women. In 1968 she received her appointment as a warrant officer. At that time, Hill was one of 16 females to hold a warrant officer position in the Army. She was working in a unit recruiting operations at the time. Her military career spanned 29 years, both active and Reserve, with several promotions to the final one of CW4.

Her great nephew, SGT Rob Dietrich is an Army recruiter in the Denver Battalion.



# JRISS: An Automation Journey

by MAJ David Poczynek, JRISS

**The need** for a new automation system to replace JOINS, ARADS, and ARCS has been a priority for USAREC since the early 1990s. The research and effort to identify system requirements for the new system centered around the CIMS initiative, Recruiting 2000, and finally Success 2000. Today the legacy of the early research and design activities is becoming a reality.

The Joint Recruiting Information Support System (JRISS) Project Management Office (PMO) established at Fort Knox, Ky., is the site for the concentrated efforts of both technical and functional representatives of each service to determine commonality between each service's functional baseline. The PMO is divided into functional and technical teams.

The functional teams are made up of experienced recruiters, station commanders, and operations personnel from each service. Their job is to ensure that the business practices of their service are represented during the development of screen views, identifying information requirements, and the creation of software applications. The functional team works closely with the contractors. The programmers and technicians turn the functional requirements into a user-friendly, Graphical User Interface (GUI) environment, and software applications that capture the recruiting business process.

Industry standards are adhered to as much as possible using commercial off-the-shelf software (COTS), and government off-the-shelf software (GOTS). The JRISS PMO is currently working on the Leads Module Prototype. This module will be used to determine the time, cost and feasibility of a joint recruiting system.

What does all of this mean to the recruiter? Field recruiters will be armed with state of art laptop computers providing them an array of tools to "reach their object," some of those tools are:

- CD-ROM technology with full screen video
- Fax/modem capabilities
- Street map software program
- Personal information management (PIM) software
- Word processing software
- One-time data entry
- Automated enlistment processing forms
- Automated reports



SFC Kim Trammel leads the discussion on the JRISS view screens with Army functional representatives. (Photo by Greg Calidonna)

Features such as "one-time data entry" will mean that the recruiter will only enter the applicant's name and personal information once during the entire "contact to contract" cycle. Leads will be automatically downloaded to the individual recruiter, based upon distribution parameters established by his station commander and higher headquarters. Lead Referral Lists will now be located in the hard drive of the recruiter's laptop.

Autodial features will allow the recruiter to call potential prospects from a list the recruiter creates, edits, and modifies based upon his service's business practices. The system will automatically generate reports from the recruiter, station commander, and up through the headquarters. The entire collection of current tools, multimedia, pre-screen, projection capabilities, mapping, word processing, and automated LRLs will be located on one highly portable laptop, enabling the recruiter to perform all of his or her duties from any location.

The JRISS initiative will provide the automation capabilities needed to make Army recruiters a force to be reckoned with, and it will allow them to compete with civilian resource managers for the bright and motivated young people needed on tomorrow's high-tech battlefield.

This effort to provide the recruiting force with the latest automation tools as soon as possible is one of BG Shane's highest priorities. The USAREC deputy commanding general has taking a personal interest in this project and meets routinely with COL Jerry Henderson, Project Manager for JRISS, to discuss design, development, and deployment schedules.

Fielding of the JRISS system is projected to occur during FY 98. Selected Army locations will receive test versions in May 1996. From this test bed, JRISS will gather important training, deployment, and logistical information to be incorporated into the final field version of the Recruiter Work Station. ●

# The Way I See It

*All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.*

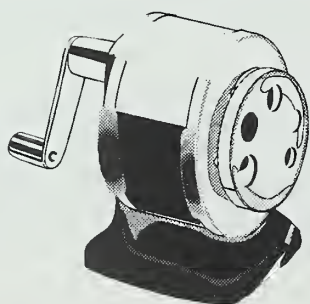
## A Recruiter writes:

I had no idea when I became a recruiter that I would not only have the negative attitudes of my factory town clientele to deal with. Had I known that the reward system for the guidance counselors included their ability to stick my applicants with the "job of the month, quarter, or year," I would have tailored my sales presentation accordingly.

The Army has over 250 jobs but I have taken "quality" applicants down to MEPS who were only offered two. I believe that this is partly due to quotas put on the guidance counselors. Even if it's not a quota you are still rewarding those who achieve a high success rate at pushing those highlighted jobs. The formal schools catalog shows the requirements of jobs so I know that my applicants are qualified. We obviously need to have some sort of communication between the station commanders and the MEPS NCO so that we are not caught off guard when that SA with line scores all above 100 is offered linguist, and cannon crewmember.

Likewise we need to rethink the way we handle our "B's" even though a guy doesn't have a high "Q T" you have to give him or her better than "pot luck." I attempt to treat these young men and women with honesty and respect and I have some difficulty feeling very honest when I know that only the very best will be offered a large number of jobs. Why use 250 as a selling tool when no where near that amount of jobs will be available to him? Sure, that "provided you qualify and a vacancy exists" allows us to save some face, the truth is I feel as though I am selling a lie and the attitude that recruiters are liars is not so far from wrong. There is always room for any "salesman" to equivocate I would like to think of myself as better than the local used car salesman who knows little more about the car he is selling than the poor sucker that he sold it to.

In my opinion we should know what jobs are going to be opened to our applicants prior to driving a potential QNE to MEPS or send out a daily printout to the servicing recruiting station. If a smart kid comes in and wants something in electronics, let's give him the benefit of at least checking to see if there are any open slots for this "VOLUNTEER." Sure "sell the appointment, then sell the Army" right? Well, I would have to be a much better salesman to get away without offering some idea of what the potential applicant would be doing for two to four years out of their lives.



## Chief of Staff responds:

Your "The Way I See It" submission brings up a tough obstacle in the recruiting sales process, the inability to sell a specific product (i.e., job) at the initial sales contact.

We appear to be successfully meeting most of our applicants' desires for job selection and/or options, but we, unfortunately, cannot provide every applicant with the specific training they desire. While we have requirements toward 224 military occupational specialties in Fiscal Year 1996, opportunities in many are limited. Additionally, the frequency and degree of training and availability varies by military occupational specialty throughout the year. We are forced to walk a fine line to meet both the needs of the Army and the needs of our applicants.

We make every opportunity to maintain a sufficient job selection for our applicants. At times, near-term accession requirements dictate our emphasis on the specific jobs. Additionally, as you alluded to, the Army has specified 16 jobs as "Priority 1" jobs for the current fiscal year. Our guidance counselors are, and must continue, pushing for sales in these jobs so we can fill critical Army requirements and maintain a combat-ready military force. When an applicant is "presold" on a specific military occupational specialty, our guidance counselors do all they can to get the job your applicant wants. They are, however, restricted to which jobs the Army has allocated training seats for. While the Recruiting Command is a sales organization, it is also the provider of the Army's most important resource — soldiers. The soldiers we provide must match the needs of the Army.

The usefulness of a daily job availability report, as you discussed, is questionable. Job selection, even on a daily basis, varies for most military occupational specialties. Large program jobs, such as, 11X, 13B, and 19K, can pretty much be counted on for constant availability. However, jobs with few seats available could be open for a few hours (or minutes) early in the day, but be sold out thereafter. Consequently, telling an applicant what jobs are available before the applicant is being processed by a guidance counselor is a dangerous proposition. Applicants should be sold on the Army and made aware of its benefits, but should not be sold on a job prior to sitting down with a guidance counselor.

Efforts are underway to change the way we recruit in the future. Under "Recruiting 2000" and JRISS endeavors, recruiters will, in the future, be able to complete much more of the sales process themselves — possibly to include the sale of a specific job and various options. While this doesn't help you now, you can take comfort knowing recruiters of the future should have ability to sell a specific product early in the sales process.

Thank you for your input to "The Way I See It." We share your concern regarding the inability of our recruiters to sell a specific product at the initial sales contact. However, the current system requires us to tailor our sales effort in a manner which "sells" the Army first. From that point, guidance counselors can sell specific jobs and options.

**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

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HEADQUARTERS  
U.S. ARMY RECRUITING COMMAND  
FORT KNOX, KENTUCKY 40121-2726

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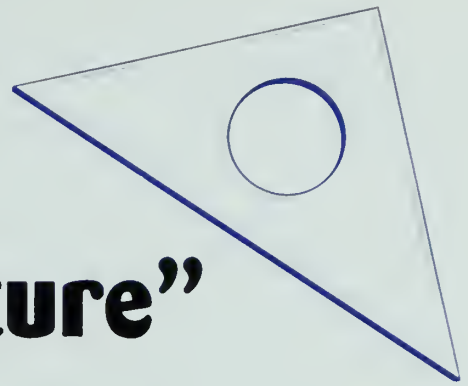
POSTAGE WILL BE PAID BY U.S. ARMY RECRUITING COMMAND

Commander  
U.S. Army Recruiting Command  
ATTN RCCS (Chief of Staff)  
1307 3rd Avenue  
Fort Knox Kentucky 40121 2726



Fold here first

# Reengineering: “A View of the Future”



by MAJ John R. Nicholson  
*Force Integration and Management Branch*

**What does** the future hold? While nobody really knows, the one thing we all can count on is change. Change is occurring daily all around us. Politics, public opinion, economics, technology, world events (just to name a few), all impact on our day to day operations. In an attempt to prepare for the future, USAREC has decided that reengineering the command is our best option to ensure our chances for future success.

Last month's *Recruiter Journal* article entitled "Reengineering — Design Team Efforts Underway" defines reengineering as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service and speed."

USAREC's process owners and their respective design teams continue to work toward our future state. Reengineering is clearly a priority within the command. Design teams, analysts, and senior leadership are meeting daily to discuss and develop proposals for the future operation of the command. Each process owner and his/her design team prepared for a mid-February synchronization conference. The purpose of the conference was to develop a mutually supported "to be" plan, along with a proposed implementation plan. The overall plan will then be refined and submitted to the commanding general for his approval in early March 1996.

The logistics process provides a good example of how the design team operates. The team reviewed the current "as is" state and developed proposed functional improvements for the process. The focus of the proposed improvements was to decentralize resources to the end user. The centralization of resources would only occur if, by doing so, they are more cost effective and responsive. Under this focus, the Logistics Design Team has produced several innovative proposals, they are:

- **Command Property Book:** One property book for the command using electronic hand receipts.

- **Recruiting Store:** A one-stop shopping center for everything from RPIs to uniform items. Immediate access to more materials with no added processing layers.
- **Facilities Management Enhancement Program:** Actively ties facilities to present and future marketing efforts. Provides quality, best locations, at the right time, meeting command priorities.
- **Centralized Contracting:** Provides for one servicing contracting office for the Command, ensuring consistency and command driven priorities.
- **Regional Support Centers:** Contact teams would own and maintain all stations, providing periodic visits in a service support mode. This will provide automatic support to the recruiter, moving more toward a push system than a pull.
- **Charge Cards:** Recruiters would be issued a charge card to purchase Recruiter Expense Allowance items, station supplies, applicant tickets, and other items to be determined. This would allow recruiters to get the supplies and services when they need them and in the amount they need.

The Logistics Design Team believes its initiatives are exactly what's needed to increase customer satisfaction. In order to verify the team's assumptions, a customer sample group has been scheduled to receive briefings on the functions and capabilities of each initiative. The group will consist of recruiters (RA and USAR), first sergeants, and company commanders. The sample group's input will either verify the design team's belief in its products or provide new insight to better avenues in the logistics support arena.

All process owners continue to explore alternatives for increased efficiency and effectiveness. Future articles will focus on the remaining processes (Recruit, Advertise, Research, Personnel, Command and Control, and Information Systems) and their key developments. As the reengineering effort evolves, input from the field is still needed and encouraged. If you have any ideas or concerns, please contact the respective process owner (listed on page 3) and express your views. ☺



(Left) SSG Anthony Stoneburg with packed boxes of gifts for the family members of the Oklahoma City bombing victims. (Top) SSG Darin Randall fixes a ribbon on one of the gifts offered to family members of bombing victims. (Photos by Ken Poch)

## Maryland recruiters remember Oklahoma City

Story by Randi Fenneman,  
Baltimore Battalion A&PA

■ Army recruiters from the Landover Recruiting Company remembered the victims of the Oklahoma City bombing by participating in a special gift wrapping ceremony held in the lobby of the United Nations Building in Washington, D.C. The event was sponsored by a

Washington-based humanitarian organization that sponsors national programs of remembrance for those who have lost loved ones in service to our country or by acts of terrorism.

CPT Darryl Gilliam, Landover company commander, joined by SFC Leonard Baldwin from Hyattsville Recruiting Station, SSG Anthony Stoneburg from District Heights Recruiting Station, SSG Terri Hill from Waldorf Recruiting Station, SSG Edward Gonzalez and SFC Darin Randall from Florida Avenue Recruiting Station, as well as staff from the White House and U.S. Senate, assisted in packing the gifts.

Among the gifts packed and sent to the children and families of the bombing victims were a poster/calendar featuring signatures of prominent Americans and popular cartoon characters (also printed on pillowcases and backpacks for children); placemats printed with the phrase, "We remember . . . America's heart is with you," featuring the silhouette of Oklahoma City; and a specially designed silver memory bell. Each bell is engraved with the famous line, "Every time a bell rings, an angel gets its wings," from the classic movie "It's a Wonderful Life," starring Jimmy Stewart. Families of each of the 169 victims received one of these bells.

## High Point recruiter races toward recruiting

*Story and photo by Sharon A. Harget, Raleigh Battalion A&PA*

■ Drag racing is not only a hobby, but a subtle recruiting tool for the High Point (High Point, N.C.) Recruiting Station Commander.

"Racing is something I've always loved to do," said SFC Rocco Addesa during a Forbush High School Car Show in Winston-Salem N.C., recently. "Now it allows me to put the word out about the Army."

Addesa has been riding in the "fast lane" since he was a PFC at Fort Bragg 12 years ago, and his 1968 red Plymouth Roadrunner was right there with him. But he only decided to turn it into a race car last year.

"I've had the car since 1983," Addesa said. "It's been in storage for the last 11 years, including a three-year tour in Alaska."

"I built the car in my garage," he said, "with a little help from my auto shop friends." As a result, Addesa's car now runs one-eighth mile in 7.29 seconds and has 525 horsepower.

Racing is the ultimate in concentration and attention to detail, Addesa said. A lot like recruiting.

"I love the competition," he added. "When I'm racing, that's all I'm thinking about . . . only one car can win."

Addesa said racing helps his recruiting effort by allowing him to put the word out about the service, while showing the community he's just an average person.

"Racing helps dispel the negative rap the Army and recruiters get sometimes," he said. "They see me as one of them, rather than someone trying to take their kids away."

Just how successful has racing been for Addesa?

"We've gotten an enlistment," he said enthusiastically. "Kids are involved in racing, so when they see me, we talk. The conversation begins with racing, but eventually leads to my real job - the Army."

Not only has racing increased Addesa's rapport with young people, it has also opened doors with their parents and community leaders.

"It's easier to make phone calls and ask for appointments," he said. "Racing has established a lot of contacts for me... from parents to educators to business leaders."

"Racing is a community interest, especially in this part of the state," Addesa continued, "and when people see you have the same interests as they do, they are willing to talk."

Even the Father at his local church is interested in racing. What better endorsement for Addesa and the U.S. Army.



SFC Rocco Addesa, Commander, High Point Recruiting Station, High Point, N.C., sits inside his 1968 red Plymouth Roadrunner. He has had the car that he built in his garage since 1983.

### College fund pays off

By Keith E. Gottschalk,  
Cleveland Battalion A&PA

■ James Ahern is rejoining the Army after a seven-year absence spent in college. He'll soon enter the Army Officer Candidates (OCS) School at Fort Benning, Ga., for a three-year term of service. Ahern was assisted in the recruiting process by SSG Claude S. Strown of the Barberton Recruiting Station.

Ahern joined the Army after graduation in 1984 and spent four years as an enlisted infantryman and anti-tank gunner, serving in the Berlin Brigade and the 101st Air Assault Division at Fort Campbell, Ky. There he was the distinguished graduate of the Basic Noncommissioned Officers Course.

A major factor in Ahern's enlistment was the Army College Fund and a \$5,000 enlistment bonus. Having both those financial incentives in his pocket in the Spring of 1988, Ahern left the Army and headed back to college.

"I went home, enrolled in the University of Akron, used my (veterans) benefits, enlisted in an Army Reserve TPU (troop program unit) and got the training I needed to change my MOS (military occupational specialty) from infantry to 71D (legal specialist)," said Ahern, who has worked diligently over the last six years to earn a Master's degree in history.

"My concentration was in diplomatic relations and East Asian studies," said Ahern, who notes that his family background and career interests made those subjects naturally interesting to him. "I was born in Korea," said Ahern. "My mom is

Korean and part Japanese and my dad was an (American) soldier stationed there. I'm a naturalized citizen like my mother, and I speak Japanese and some conversational Korean."

At 29 years of age, Ahern is at the maximum age the Army allows for entrance into OCS. His motivation was included in the letter he wrote to the OCS board.

"Being a naturalized citizen and my father being a soldier, I appreciated that I had the opportunity to finish high school and earn money for college when I served as an enlisted soldier," said Ahern. "How many countries in the world could you do all that I was able to do? Not many. The Army was a big factor in my finishing school and the money I earned in the (Reserve) got me through each month when I was studying."

James C. Paszek, Transportation Specialist, Resource Management Directorate, USAREC, received \$1,457 and \$870 for his good ideas entitled "Conversion of Battalion Admin Officer from Military to Civilian" and "Recruiting Support Battalion Lift Ramps." MG Kenneth W. Simpson presented the awards to Paszek during the headquarters quarterly awards presentation. His ideas suggested that the military battalion admin officer be changed from military to civilian and that the Recruiting Support Command lease lift ramps from GSA instead of purchasing them. (Photo by Greg Calidonna)



## Mission boxed

*Story and photo by Helga Siterlet, Dallas Battalion A&PA*

■ Seven consecutive months of mission box is one proud accomplishment of recruiters in the Hurst Recruiting Station, Hurst, Texas. They did it by applying Success 2000 principles under the leadership of station commander SSG Robert Young, who challenged his non-commissioned officers to reach personal goals.

Young said eight Regular Army and two Reserve recruiters contributed to the Mighty Hurst station's success rate under Success 2000 by using USAREC's old 635 conversion data guidelines.

SSG Dean Francis, Regular Army recruiter, said Station Commander Young motivated recruiters to make their own mission. Young never felt it was necessary to resort to drastic measures with the Production Management System (PMS).

"Our success is based on the fact that we have a lot of competitive NCOs in our station who want to be successful," Francis said.

Every recruiter needs guidance now and then for waivers, police checks or whatever it may be; and according to Francis, Young is very knowledgeable and always readily available to advise and guide his team.

Francis feels that repetitive training is necessary for everyone on re-

cruiting duty. Recruiters at Hurst station attend mandatory station training every Friday at 0800 for three hours.

"Our station commander may not be conducting the training. Training is conducted by recruiters who are good on the telephone, at face-to-face interviews, or at making appointments. Whoever is strongest in a particular area gives the class," Francis explained.

"One thing we do frequently at our station: we listen carefully when someone conducts an ap-

Francis said. Young always stressed that every member of his team is a recruiter trainer.

Francis strongly believes in USAREC's mentor program. He used to come to the office while on leave to phone prospects, get out in his area, and go to his high schools.

"Essentially, what it all boiled down to was I talked to a lot of people and did whatever it took to satisfy personal expectations and reach my level of success," Francis said.

Francis said he remained motivated from the first time he met a prospect with potential until the day he or she left for basic training. Every recruiter at his station continued to excite young men and women in the Delayed Entry Program (DEP) by scheduling fun activities, giving them T-shirts to wear, asking for feedback during DEP functions, and simply integrating them into the recruiting process. Staying in touch with your DEP to find out what is going on in his life, why he does not want to ship if that arises, and how to cut it off, has prevented DEP losses for Francis. During 1995, Francis recorded 42 enlistments to his favor with one DEP loss.

Last year, Hurst was Dallas Battalion's top large station. According to Francis, recruiters received more three-day passes than in previous years. They did not work as often on

Saturdays, quality time with families improved, and recruiters had a healthier outlook on life.

Francis believes if every recruiter would follow the Recruiting Command's regulatory guidance, all battalions could be consistently successful.



Wife, Angela, presents a recruiter ring to SSG Dean Francis, one of the eight Regular Army and two Reserve recruiters who contributed to the Hurst Station's (Hurst, Texas) success.

pointment. If he or she does something wrong, we don't stop him right away; but, immediately after the interview, we will sit down with that recruiter and actually go over his or her mistakes to identify weaknesses in particular areas,"

# Family dental plan changes contractors

*— No change in how it works*

The TRICARE Active-Duty Family Member Dental Plan is a dental benefit plan that's only available for family members of active-duty service members. When a military sponsor enrolls family members in the dental plan, a monthly premium is paid through payroll deduction. The dental plan shouldn't be confused with the TRICARE managed-care program, which is a triple-option medical benefit program that's available to active-duty family members, retirees and their families, and other CHAMPUS/TRICARE-eligible persons under the TRICARE Prime option. Retirees pay an annual premium for medical benefits. Dental benefits are not available to retirees under the TRICARE program.

The new dental contract was awarded to United Concordia Companies, Inc. (UCCI), early in 1995. The contractor at the time, Delta Dental Plan of California, filed a protest with U.S. General Accounting Office in mid-February 1995. The protest was denied by GAO in June, and UCCI was told to proceed with transition activities that would enable it to begin administering the contract on Feb., 11, 1996.

Here are some questions being asked by military sponsors and families about the dental plan and its change in contractors:

## ***Will I have to re-enroll in the plan with the change in contractors?***

No. The files of all currently enrolled sponsors and family members are being provided to the new contractor. If you're enrolled, you won't have to take any action.



## ***Will I have to change dentists?***

Every dentist who participates in the Delta network has been invited to participate in the UCCI network. Since participation is voluntary, each dentist has to decide whether or not to participate with the new contractor.

If your dentist decides to participate in the UCCI network, you won't have to change dentists to keep the same billing and payment arrangements you now have.

If your dentist decides not to participate, you can still be treated by him or her — but you may pay more for the care, since nonparticipating dentists can bill you for the difference between their regular charges and what the contractor pays them. If you want to avoid the high out-of-pocket expenses, consider switching to a participating dentist.

## ***Will UCCI contact my dentist?***

UCCI has invited virtually every dentist in the U.S. (more than 143,000) to participate in the network. However, it's possible that your dentist was missed. If so, you should receive an information packet from UCCI which contains a postcard that you can take to your dentist. The dentist may use the postcard to request information about joining the network, or may call UCCI at 1-800-866-8499.

*For more information on TRICARE/CHAMPUS, talk with your battalion family services coordinator.*

# Watch out for that train

Each year some 400 people are killed and over 2,000 are injured in railroad crossings. Most of these injuries occur in familiar territory less than 25 miles from home. The reason for this is simple — when people cross the same track hundreds of times without seeing a train, they become careless.

by Mickey Gattis,  
USAREC Safety Officer

## Why train crossings are dangerous

Another reason for train injuries is that people misjudge a train's distance and speed. This is not surprising, since their large size makes trains appear at a distance to be traveling slower than they are. The parallel tracks also make an approaching train look farther away than it is. It all adds up to increased risk-taking by drivers.

## Play it safe

To avoid train accidents, follow these precautions:

- Look ahead for the round yellow warning sign and white pavement markings of a train crossing.
- Slow down and be prepared to stop at all train crossings.
- Be prepared to stop if you are following commercial vehicles that are required to stop at all railroad tracks whether a train is coming or not.
- Use both your eyes and ears to detect trains coming, or hear the whistle of a train close by.
- Stop at least 15 feet from the first track.
- After a train passes, don't go ahead until you can see clearly in both directions, because a second train may be coming from the other direction.
- In heavy traffic, wait until there is room for you on the other side of the tracks before crossing.
- Once you start across a track, keep going, especially if you see a train approaching. Never shift gears on the track.
- Never try to outrun a train, or go around a closed railroad gate.
- Don't overdrive your headlights. The most common nighttime train occur when motorists drive into trains.

## If your vehicle stalls

What if the unthinkable happens and your car stalls on the railroad track? First, get everyone out of the car and off the tracks immediately. Since it takes a train a full mile to stop at 65 miles per hour, it's unlikely the train will be able to stop in time to avoid hitting your vehicle. If a train is coming, get far away from the tracks and move toward the oncoming train to avoid being hit by debris from the vehicle.

If there is no train coming, post lookouts while you try to start the vehicle or push it off the tracks. Be ready to give up if a train approaches.

A collision with a train means almost certain death. With odds like that, it pays to be careful and alert every time you approach a crossing, even if you cross it every day.

**A collision with a train means almost certain death.**

# Army Alumni Survey: Another Look at the Value of the Army Experience

by Wendell W. Wilson, PAE

Occasionally, we get the satisfaction of completing some research that has been in the pipeline for a long time and finally delivers some highly useful results. The Army Alumni Survey fits that description.

The proposal to conduct the Army Alumni Survey was approved back in 1990. This "projecting over the horizon" research was launched by then-USAREC commander, MG Jack C. Wheeler, "to measure what happens to our alumni after they leave the Army." He said, "that if we could ... in the '94, '95, '96 time frame ... report out what has happened, we will institutionalize the notion that service is, **in fact**, a dynamite way to get an edge on life."

The Army Alumni Survey looks at soldiers who enlisted in the 1982-89 period, after the 1980s quality increase, and became alumni in 1984-93. They have in common the experience of completing a single successful tour in the active Army, exactly what we advertise and communicate will be beneficial in their future civilian career and their personal life.

In terms of highly useful results, the survey shows that Army alumni generally consider themselves successful, both professionally and personally, and give the Army substantial credit for their success. The two charts below show how they assess their level of success in their current civilian career, business, or job and to what degree they attribute their success to their Army experience.

Nearly four-fifths feel they are "successful," with only two percent assessing themselves as "unsuccessful" or "very unsuccessful."

Over three-fifths of those who

say they are "very successful" attribute "a substantial amount" or "a great deal" of their success to their Army experience. More than 85 percent of this group give the Army at least "some" of the credit.

Over four-fifths of the "successful" alumni say the Army was responsible for "some" to "a great deal" of their success.

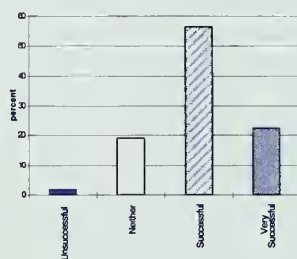
Few of the "unsuccessful" blame the Army. None in this small group indicated "a great deal" and only 11 percent said "a substantial amount." Most dramatic is the fact that nearly a quarter of these self as-

sessed failures don't blame the Army at all.

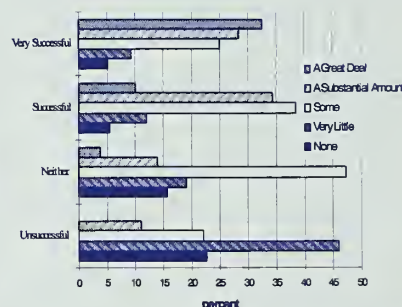
Results for the less concrete area of success in one's personal life are shown in the graphs that follow. The pattern is similar to the "picture" for career success.

Nearly three-fourths of the Army alumni say they are "successful" in the personal life aspects of friends, family and community involvement, while only five percent feel they are "unsuccessful" or "very unsuccessful" in some aspect of their personal lives.

## ARMY ALUMNI CAREER SUCCESS

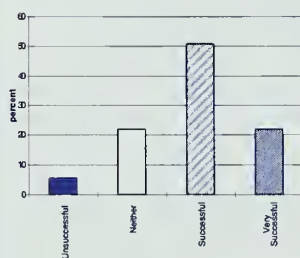


Self Assessment of Success in Current Civilian Career, Business, or Job

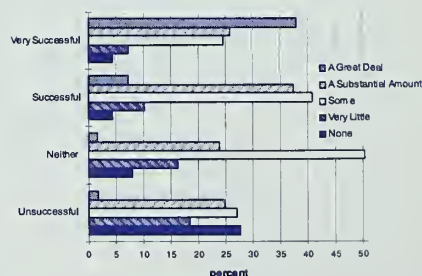


Attribution of Career Success to Their Army Experience

## ARMY ALUMNI PERSONAL SUCCESS



Self Assessment of Success in Personal Life (friends, family, community involvement)



Attribution of Personal Life Success to Their Army Experience

Nearly 65 percent of those who assess themselves as "very successful" credit their Army experience "a substantial amount" or "a great deal." The percentage goes up to nearly 90 percent when those giving the Army "some" credit are included.

Over 85 percent of those who claim to be only "successful," attribute their personal life success "some" or more to having served in the Army.

Over a quarter (28 percent) of those alumni who assess their personal life as a failure, do **not** blame the Army at all.

The overall "take away" is that of those who say they are successful or very successful in their *civilian careers*; 49 percent attribute "a substantial amount" or "a great deal" of their success to their Army experience, and another 35 percent give the Army "some" credit.

Furthermore, Army alumni who assess their personal life as being successful also give the Army much of the credit. These alumni attribute over half of their personal

success "a substantial amount" or "a great deal" to the Army, and 36 percent give the Army experience "some" credit.

The Army Alumni Survey reinforces earlier work that investigated the extent that a job market advantage exists for military veterans. In capsule, the research, published in 1991, showed that servicemen and women (all services) have an overall job market advantage following a tour of service to their country.

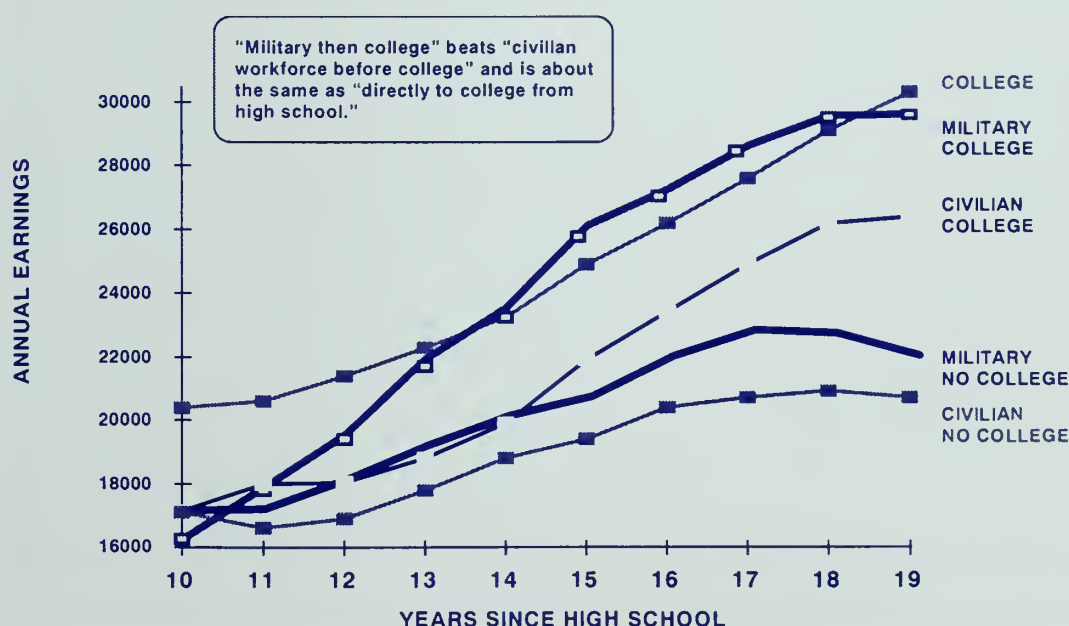
As expected, the veterans experienced temporary employment problems upon leaving the service (similar to others making the transition from high school to civilian employment), but overtook and passed their civilian counterparts' earnings in one to four years. The research showed work-bound veterans fared the best as compared to those choosing the civilian path, but that college-bound veteran's earnings were much more like their civilian college-bound counterparts. College-bound veterans' earnings were more difficult to

measure, at least in the short term, because many veterans are utilizing their educational benefits (Montgomery GI Bill and Army College Fund) and are learning rather than earning or are earning less in part-time jobs while giving education top priority.

At this point, we cannot explain why a veteran's annual earnings tail off at the 19 year point. This is an issue for future research. The key is that cumulative earnings for veterans far exceed the other career paths, because for the bulk of the trajectories military experience provides a significant advantage over the other career paths.

While the Army Alumni Survey does not provide as rigorous a direct comparison between veterans and non-veterans as the Economic Returns of Military Service (ERMS) study, it delivers some very satisfying results. As MG Wheeler predicted back in 1990, the survey does provide a solid basis for saying the Army is still a great place to get an edge on life, both in a civilian career and in life.

## ECONOMIC RETURNS OF MILITARY SERVICE



### **USAREC assumes chaplain recruiting mission**

**I**n the spirit of reengineering efforts throughout the Army, the chaplain recruiting mission is being transferred from Forces Command to USAREC effective October 1, 1996.

The philosophy of the chaplaincy is for the Reserve Components to provide the pool from which the Chief of Chaplains draws to fill the Active Component chaplaincy. In fact, 95 percent of the chaplains currently serving on active duty have prior Reserve service. Thus, the Reserve Affairs Directorate at Headquarters, USAREC will be the point of contact for program guidance and USAR chaplain recruiting policy.

#### ***Vision and processes***

Personnel supporting the USAR chaplain recruiting mission will be attached directly to Reserve Affairs. This includes a senior chaplain recruiter, four chaplain recruiters, an operations NCOIC, and two secretaries or office automation specialists.

The Deputy Chief of Staff for Personnel (DCSPER); Chief, Army Reserves (CAR); the Chief of Chaplains (CCH); and USAREC will be involved in determining the annual USAR chaplain and chaplain candidate missions. The CAR will deter-

mine needs, the CCH will establish the faith group priorities, and USAREC will analyze market factors. This input is provided to DCSPER, who will assign the missions. USAREC will implement the work process leading to mission accomplishment.

Chaplain recruiting will incorporate many Recruiting 2000 concepts. Each chaplain recruiter will be given a notebook computer with modem, CD-ROM, and printer; an interactive software package; a separate business line; a sky pager; a telephone credit card; a recruiter expense account; and a blanket travel order. These tools will be the cornerstone of their "office," on the road or at home station.

The chaplain recruiter will prospect by visiting seminaries, denominational conferences, active installations or USAR units with chaplains assigned, and individual clergy. We anticipate a role for field recruiters in reaching out to the market. A process is being developed which will permit rapid forwarding of each referral with production award points.

The purpose of prospecting is to

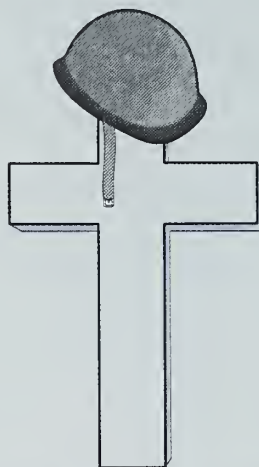
find individuals who will agree to hear the Army chaplaincy story. The recruiter will enter the prospect's personal data into the notebook computer. Eventually, we will be connected to the Total Army Personnel database, permitting a record to flow electronically from initial contact with a recruiter to retirement from the Army.

Each chaplain applicant requires an interview by a senior USAR or AC chaplain and an ecclesiastical endorsement. These become part of the application. The chaplain candidate applicant does not require an interview or endorsement, but does require an ecclesiastical approval from his faith group endorser.

#### ***Initiate the application***

Once an application is initiated, Headquarters, USAREC will begin tracking the file and perform a quality control check; then forward it to the U.S. Army Chaplaincy Service Support Agency (USACSSA) at HQDA, where it will go before the accessioning board. The CCH will inform USAREC of the results. If accepted, the applicant becomes the responsibility of the ARPERCEN Chaplain's Office for commissioning and publishing assignment orders.

Chaplain recruiting is on a new course toward a brighter future. We have thoroughly examined the mission, the means to accomplishment, and the functions needed to support it. We recognize the challenges put before us. Business practices will not be static: We will continually seek feedback, reevaluate our direction, and review processes. We are dedicated to making chaplain recruiting all it can be.



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## **BE ALL THEE CAN BE!**

**1. Construction of the junior list will be completed by \_\_\_\_.**

- a. 30 Jan
- b. 30 April
- c. 30 May
- e. 30 June

**2. The PDR filing system is covered in accordance with \_\_\_\_\_ of USAREC Reg 350-6.**

- a. Appendix C
- b. Appendix F
- c. Appendix A
- d. Appendix B

**3. As a minimum how many copies of the USAREC Form 512s are given to each DEP or DTP member?**

- a. 4
- b. 2
- c. 3
- d. 1

**4. Recruiters will accomplish the following immediately after an enlistee's shipment to active duty: annotate USAREC Form 200-C, annotate the appropriate USAREC Form 539 with "enlisted RA or USAR" and the date shipped to AD, IADT, or active duty for training, and \_\_\_\_\_.**

- a. File 200-C in the enlistee file.
- b. Present completed USAREC Form 200-C to the station commander at next PDR.
- c. File 200-C in Division II of the PDR filing system and follow-up with parents in two weeks.
- d. None of the above.

**5. What form is used to keep track of COIs and VIPs?**

- a. USAREC Form 200-C
- b. USAREC Form 988
- c. USAREC Form 200-B
- d. USAREC Form 200-D

**6. Recruiters have the authority to disapprove a legitimate waiver request.**

- a. True
- b. False

**7. Telephonic completion of the DD Form 370s are authorized.**

- a. True
- b. False

**8. A moral waiver that has been disapproved may be resubmitted after \_\_\_\_\_ has elapsed from the date of disapproval, if a meritorious case has been established.**

- a. 1 year

- b. 6 months
- c. 9 months
- d. 2 years

**9. A bonus in excess of \$5,000 will be paid in equal increments every \_\_\_\_\_ after entitlement to the initial lump sum payment.**

- a. 1 year
- b. 6 months
- c. 9 months
- d. 3 months

**10. Applicants scoring 0-39 on the English Comprehension Level Test (ECLT) will enlist for \_\_\_\_\_ regardless of MOS in which enlisting.**

- a. 4 years
- b. 2 years
- c. 3 years
- d. 6 years

**11. The AN RS asset sheet and operations and analysis map provides a method of displaying \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_**

**for review and analysis.**

- a. RS boundaries, market data, recruiting assets
- b. Market data, schools of nursing locations, RS boundaries
- c. Location of recruiting company headquarters, RS boundaries, recruiting assets
- d. Recruiting assets, market data, RS zones

**12. Role playing plays a major part when designing the Individual Training Plan.**

- a. True
- b. False

**13. What are the two search and scan methods ?**

- a. Box scan, triangle scan
- b. Horizontal scan, vertical scan
- c. Rectangle scan, triangle scan
- d. Triangle scan, vertical scan

**14. When moving under direct fire, when should the high crawl be used?**

- a. When poor visibility reduces enemy observation
- b. When speed is not required
- c. When visibility provides enemy good observation
- d. When time is critical

**15. When administering the Nerve Agent Antidote, hold the 2 Pam CI injection in place for at least \_\_\_\_\_ seconds.**

- a. 15
- b. 10
- c. 5
- d. 20

The answers to this month's Test can be found on the inside back cover.

# Success 2000

*The following is a list by battalion as reported by brigades of the first OPSC/LPSC to achieve mission box in RSM January FY 96.*

## *1st Brigade*

### **ALBANY**

LPSC - Schenectady RS  
OPSC - Wurzburger RS

### **BALTIMORE**

LPSC - Fairfax RS  
OPSC - Martinsburg RS

### **NEW ENGLAND**

LPSC - Quincy RS  
OPSC - Farmington RS  
OPSC - Wareham RS

### **HARRISBURG**

LPSC - Lewiston RS  
OPSC - Towanda RS

### **NEW YORK**

LPSC - Crown Heights RS  
OPSC - Newton RS

### **PHILADELPHIA**

LPSC - North Philadelphia RS  
OPSC - Manahawkin RS

### **PITTSBURGH**

LPSC - Uniontown RS  
OPSC - Warren RS

### **SYRACUSE**

LPSC - Binghamton RS  
OPSC - Geneva RS

### **BECKLEY**

LPSC - Ashland RS  
OPSC - Fairlea RS  
OPSC - Stollings RS  
OPSC - South Hill RS  
OPSC - Charlottesville RS

## *2d Brigade*

### **ATLANTA**

LPSC - Jonesboro RS  
LPSC - Peachtree City RS  
LPSC - Stone Mountain RS  
OPSC - Dalton RS

### **COLUMBIA**

LPSC - Columbia/Dentsville RS  
OPSC - Georgetown RS

### **JACKSONVILLE**

LPSC - Jacksonville South RS  
OPSC - Statesboro RS

### **MIAMI**

LPSC - Perrine RS  
OPSC - Arecibo RS

### **MONTGOMERY**

LPSC - Fairfield RS  
OPSC - Huntsville RS

### **RALEIGH**

LPSC - Cary RS  
OPSC - Smithfield RS

### **TAMPA**

LPSC - Hanley Road RS  
OPSC - Sanford RS

### **JACKSON**

LPSC - Greenwood RS  
OPSC - Pascagoula RS

### **NASHVILLE**

LPSC - Bowling Green RS  
OPSC - Gallatin RS

## *3d Brigade*

### **CHICAGO**

LPSC - Joliet RS  
OPSC - DeKalb RS

### **CLEVELAND**

LPSC - New Philadelphia RS  
OPSC - Sandusky RS

### **COLUMBUS**

LPSC - Columbus West RS  
OPSC - Portsmouth RS

### **INDIANAPOLIS**

LPSC - Merrillville RS  
OPSC - Vincennes RS

### **GREAT LAKES**

LPSC - Monroe RS  
OPSC - Owosso RS

### **MILWAUKEE**

OPSC - Oshkosh RS

### **MINNEAPOLIS**

LPSC - Rapid City RS  
OPSC - Bismark RS

## *5th Brigade*

### **DALLAS**

LPSC - Lubbock Southwest RS  
OPSC - McKinney RS

### **DES MOINES**

LPSC - Cedar Falls RS  
OPSC - Decorah RS  
OPSC - Spencer RS

### **HOUSTON**

LPSC - Huntsville RS  
LPSC - Humble RS  
LPSC - College RS  
OPSC - Alvin RS  
OPSC - Palestine RS

### **KANSAS CITY**

LPSC - Springfield-Seminole RS  
OPSC - Harrisonville RS

### **NEW ORLEANS**

LPSC - Monroe RS  
OPSC - Opelousas RS

### **OKLAHOMA CITY**

LPSC - Tulsa Downtown RS  
OPSC - Monticello RS

### **SAN ANTONIO**

LPSC - Austin North RS  
OPSC - Uvalde RS  
OPSC - Copperas Cove RS

### **SAINT LOUIS**

LPSC - Collinsville RS  
OPSC - Mexico RS

## *6th Brigade*

### **DENVER**

LPSC - Greeley RS  
LPSC - Westminster RS  
LPSC - Security RS  
LPSC - Grand Junction RS  
OPSC - Cheyenne RS

### **LOS ANGELES**

LPSC - Los Angeles Central RS  
OPSC - San Pedro RS

### **PHOENIX**

LPSC - Nellis RS  
OPSC - Flagstaff RS

### **PORTLAND**

LPSC - Albany RS  
LPSC - Vancouver Main RS  
LPSC - Longview RS  
LPSC - Milwaukie RS  
LPSC - Kaneohe RS  
LPSC - Fort Derussy RS  
LPSC - Wahiawa RS  
LPSC - Redding RS  
OPSC - Eureka RS

### **SACRAMENTO**

LPSC - Manteca RS  
OPSC - Susanville RS

### **SALT LAKE CITY**

LPSC - West Valley RS  
OPSC - Cedar City RS

### **SOUTHERN CALIFORNIA**

LPSC - Poway RS  
OPSC - National City RS

### **SEATTLE**

LPSC - Coeur d'Alene RS  
OPSC - Port Angeles RS

# The Glen E. Morrell Award



## ALBANY

SFC Bradley Nelson  
SFC Lawrence Okeeffe  
SFC David Simpson

## BALTIMORE

SFC Bailey Curtis  
SFC Michael Garrison  
SFC James Wafer

## JACKSONVILLE

SFC Michael Simpson

## MONTGOMERY

SSG LaBarry Perine

## OKLAHOMA CITY

SFC George Wise

## PHOENIX

SFC Darlene Conner

## RALEIGH

SFC John Munroe

## SAN ANTONIO

SSG Marion Alexander

## Rings

### ALBANY

SSG George Knight

### BECKLEY

SGT Andre Owens

### BALTIMORE

SFC Boyd Berg  
SFC Charles Davis  
SGT Mary Holt  
SGT Bruce Hopkins  
SSG Charles Jones  
SSG Herbert Murphy  
SSG Jessica Mathes  
SFC Henri Nance

SSG Eli Salahuddin  
SSG Jason Topps

## CLEVELAND

SFC Darryl Dancy  
SGM Roger Jackson  
SSG Chadwick Rogers  
SFC Lelend Warsaw  
SSG Timothy Gates

## COLUMBIA

SSG Benny Heyward

## DENVER

SFC Michael Cirillo  
SSG Steven Ruch  
SFC Henriette Stonier

## GREAT LAKES

SFC Micheal Calery  
SSG Richard Moore  
SFC Michael Smith

## HARRISBURG

SFC Russell Horton

## HOUSTON

SFC Calvin Dillard

## JACKSON

SSG Curtis Guidry  
SGT Cornell Jones

## JACKSONVILLE

SFC Benjamin Vallejo  
SFC Douglas Morrison  
SSG David Hust  
SSG Ronald Hammond  
SSG Brian Hanley  
SGT J.Paunetto-Rivera  
SGT Wilfredo Aponte

## LOS ANGELES

SSG Kim Eugene

## MIAMI

SSG Clive Flores  
SSG R. LopezRamos  
SFC Willam Maysonet  
SGT Gregg Simmers  
SFC Felix Soto

## MINNEAPOLIS

SFC Gregory Andrew  
SFC Bobby Clarida  
SSG Jon Larson

## MONTGOMERY

SSG Aaron Jensen  
SGT Michael Richardson

## NASHVILLE

SFC Timothy Mullins

## NEW YORK

SSG Melvin Bukszan

SSG Robert Ennis  
SFC James Woodard

## NEW ENGLAND

SFC John Stoddard

## OKLAHOMA CITY

SFC William Cooksey  
SSG Michael Sheppard  
SSG Stephen Spies

## PHILADELPHIA

SSG Michael Christoff

## PHOENIX

SSG Lyle Anderson  
SGT James Pfeifer  
SSG Barry Ray

## PORTLAND

SSG Eugene Pereira  
SFC Michael Roy  
SFC Darci Trimmer  
SSG Gregory Gerig

## SACRAMENTO

SSG Carlos Cotto  
SFC Don Sharp

## SALT LAKE CITY

SFC Dennis Spicer  
SFC Gregory Bruni

## SAN ANTONIO

SSG Randy Gallegos  
SSG James Newton  
SSG M. Shepardson  
SFC Israel Talamantez

## SOUTHERN CALIF.

SFC Marvin Johnson  
SFC Sylvia Laughlin

## ST LOUIS

SSG Timothy Connell  
SFC Ritchie Patton

## TAMPA

SGT James Clapp  
SSG John Jones  
SGT Bruno Mercado

## ATLANTA

SSG Samuel Watts

## BALTIMORE

SSG Marcos Cruz  
SGT John Eline  
SSG Joseph Fuerte  
SFC Terence Kenan  
SFC James McCollum  
SSG Charles Randall  
SSG Devon Trotter  
SSG Michael Walters

## BECKLEY

SSG Joseph Cross  
SSG Edgar Epps  
SSG Brian Farrell  
SSG David Holstein  
SSG Todd Kelly  
SGT Donald Lamb  
SSG Tony Mallory  
SSG Rickey Mason  
SSG Esteban Monter  
SSG Henry Moreland  
SSG E. Okonkwo  
SSG Darin Rosales  
SSG Thomas Surber  
SSG Michael Todd  
SGT Terrance Williams

## CHICAGO

SSG Aaron Calvert  
SFC G. Aldmavaldez  
SFC Michael Chambers  
SFC Glenn Howell  
SGT Jeffrey Legrand  
SGT James Locke  
SFC Joe Myer  
SSG James Pesicka  
SSG Davis Reel

## CLEVELAND

SFC Willie Brooks  
SSG Brian Jones  
SGT Sonya Jones Williams  
SGT Timothy Sizemore  
SSG Claude Strown  
SSG Dennis Williams

## COLUMBIA

SGT Godfrey Adams  
SSG Richard Amoury  
SGT Bernadoe Dean  
SFC Mark Dubuque  
SSG Phillip Gaillard  
SSG Daniel Jenkin

## DALLAS

SGT Tory Harksjold  
SSG Steven Rindahl

## Gold Badges

### ALBANY

SSG Brian Carlson  
SSG Anthony Goode  
SGT Matthew Gutzwiller  
SSG Luis Hernandez  
SSG Dale Konopinski  
SSG Dennis McCarter  
SGT Perry Mitchell  
SSG James Powers  
SSG Darryl Smith  
SGT Nelvin Velazquez  
SSG Timothy Walsh

## DENVER

SSG Arlo Ellingson  
SSG Paul Correal  
SGT Donald Lamberth  
SGT Russell Scott  
SGT Gary Thompson  
SFC Jerry Woodward

## DES MOINES

SSG Paul Ashburn  
SSG John Bailey  
SSG Jeffrey Erickson  
SSG Tony Eynetich  
SSG Thomas Gall  
SFC Jerry Johnson  
SSG James Prim  
SSG Richard Shearer  
SGT Roger Thrasher

## GREAT LAKES

SGT Kevin Bennett  
SGT John Gartner  
SSG Donald Green  
SSG Joseph Griebie  
SGT Laurie Grodi  
SSG Lee Patrick  
SSG Carlos Long  
SFC David Siefker  
SGT Derrick Stigler  
SSG Charles Thomas  
SGT Horace White

## HOUSTON

SSG Francisco Cerecero  
SFC James Harrell  
SGT Ramiro Herrera  
SSG Robert Howell  
SSG Martin Lehman  
SGT Valerie Long  
SSG Jose Maldonado  
SSG Julian Rick  
SSG N. Romanrodriguez  
SSG Daniel White

## INDIANAPOLIS

SSG Hamlette Braxton  
SSG Rebecca Daley

## JACKSON

SSG Vincent Boyd  
SGT James Hanlin  
SSG C. McElhannon  
SGT David Ward

## JACKSONVILLE

SGT Charles Best  
SSG Tony Dawson

## LOS ANGELES

SSG Rodriguez-Morales  
SSG C. Santa-Cruz

## MIAMI

SGT Jose Canas  
SSG Luis Colonsantiago  
SSG Roy Davis  
SGT Belinda Turner  
SSG Hopeton Staple  
SGT Angel Velez  
SGT Bryan Wright

## MILWAUKEE

SSG Richard Herbst  
SGT Cameron Nidever

## MINNEAPOLIS

SSG Robert Cummins

## MONTGOMERY

SSG Charles Arnold  
SGT Chauncey Fowler  
SSG Thomas Janis  
SSG Richard Walker  
SFC Karl Ward

## NASHVILLE

SSG James Barney  
SSG Paulette Nash

## NEW ENGLAND

SGT Stanley Aytes  
SGT Brendon Bourlier  
SSG Steven Eckert  
SGT Kevin Huskey  
SGT Robert Sheffield  
SFC T. Wiechman

## NEW ORLEANS

SGT David Ballard  
SSG James Slaughter  
SSG Johnny Watts

## NEW YORK CITY

SSG Carlos Bonaparte  
SSG Leotis Coker  
SSG Scott A. Gibson  
SSG Cornelious Hosch  
SGT Kyle Jenkins  
SSG Donovan Lane  
SSG Gregory Westbrook

## OKLAHOMA CITY

SSG Barry Davis  
SGT Marvin Hukill  
SGT Todd Moser

SSG Tim Rex

SSG Eric Treschl  
SSG Marshall Williams

## PHOENIX

SSG Paul Bandstra  
SGT Joseph Burnside  
SSG Edward Custodio  
SSG Victor Jensen  
SGT Johnnie McDuffie  
SSG Gregory Sanders  
SSG Juan Saienni  
SSG Charles Street  
SSG Clarence Bowdry  
SFC Christian Dudley  
SGT David Louderback  
SSG Maurice Stratton

## PITTSBURGH

SGT Linda Waston  
SGT Orville Evans  
SGT Ronald Smith

## PORTLAND

SSG Brian Bryant  
SSG Jason Davis  
SSG Jon Loschiavo  
SSG Craig Meisner

## RALEIGH

SSG Finn Carlton  
SSG Robert Cunningham  
SFC William Cooley

SSG Terry Deese  
SSG Virgil Hester  
SSG Anthony Kee  
SSG Bruce Vinson

## SACRAMENTO

SSG Thomas Barth  
SSG Jose Ortiz  
SSG Gordon Z' Don Tom

## SALT LAKE CITY

SGT Wayne Harkins  
SGT Michael Workman

## SOUTHERN CALIF.

SGT Kodaro Ala  
SSG Robert Cisneros  
SGT Joseph Fleming  
SSG Robert Harvell  
SSG Kelek Losa  
SGT Randall Pigue  
SSG William Mercado  
SGT Jerry McKown  
SSG Randy Navarro

SSG Charles Sasser

SSG David Swenson  
SSG Kevin Yoakum

## SEATTLE

SSG William Beecher  
SFC Michael Burton  
SSG Justin Campbell  
SSG John Casey  
SFC James Parker  
SGT Jeffrey Popham  
SSG Rusty Quaid  
SGT Richard Reese

## ST LOUIS

SGT James Glauser  
SSG John Spivey  
SGT Carrol Walker

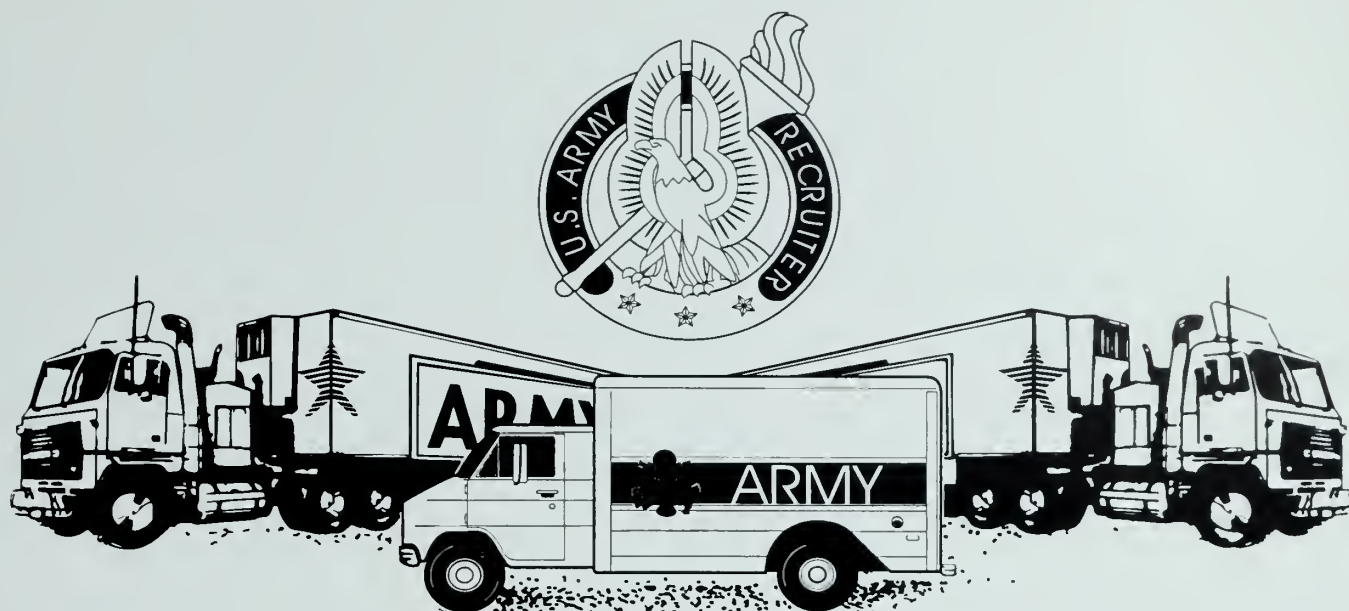
## SYRACUSE

SSG Carl Clark  
SGT David Fulton  
SSG Darrell Greenwood  
SSG Billie Griffith  
SGT Claude Hatch  
SSG Byron Kehl  
SSG David Marks  
SGT David Phillips  
SGT Wilfred Piercey

## TAMPA

SSG Amos Augustine  
SSG Clifton Atwood  
SGT Gloria Bell  
SSG Robert Evans  
SSG Eduardo Faluveloz  
SSG George Gain  
SGT Gregory Kerr  
SSG Marcelino Morales  
SSG Shawn Paradise  
SSG Alfred Spencer





## RECRUITING SUPPORT BATTALION

### MAY

#### Cinema Vans

ALBANY, 30 Apr - 14 May  
 COLUMBIA, 30 Apr - 10 May  
 MILWAUKEE, 30 Apr - 14 May  
 MINNEAPOLIS, 17 - 29 May  
 NEW ENGLAND, 17 - 29 May  
 RALEIGH, 14 - 29 May  
 SACRAMENTO, 1 - 29 May  
 SAN ANTONIO, 30 April - 29 May

SEATTLE, 1 - 29 May  
 ST LOUIS, 30 April - 29 May

#### Cinema Pod

BECKLEY, 30 April - 29 May  
 DENVER, 6 - 29 May  
 DES MOINES, 17 - 29 May  
 GREAT LAKES, 1 - 29 May  
 HARRISBURG, 10 - 29 May  
 JACKSON, 30 April - 7 May  
 MIAMI, 30 April - 10 May

MINNEAPOLIS, 30 April  
 MONTGOMERY, 10 - 29 May  
 NEW ORLEANS, 30 April - 10 May  
 SALT LAKE CITY, 17 - 29 May  
 SYRACUSE, 30 April - 7 May

#### Adventure Van

BALTIMORE, 30 April - 9 May  
 NEW ENGLAND, 23 - 29 May  
 PITTSBURG, 14 - 20 May

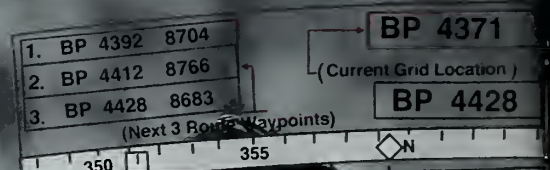
## Answers to the Test

1. c, USAREC Reg 350-6, Table 3-1
2. b, USAREC Reg 350-6, Appendix F
3. c, USAREC Reg 350-6, para 6-3a
4. b, USAREC Reg 350-6, para 6-8
5. b, USAREC Reg 350-6, Appendix G-1
6. b, USAREC Reg 601-56, para 1-7
7. b, USAREC Reg 601-56, Appendix B-4
8. b, USAREC Reg 601-56, Appendix D-6
9. d, USAREC Reg 601-210, para 5-101a
10. a, AR 601-210, para 2-18b
11. d, USAREC Reg 350-7, Appendix C, Section III, C-6, para a
12. b, USAREC Reg 350-4, Appendix H-3 a(1)
13. b, STP 21-1-SMCT, page 36
14. a, STP 21-1-SMCT, page 274
15. b, STP 21-1-SMCT, page 463

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